## creating ADDED VALUE

Dr. Dominik Heger - SVP

0

0



0

00

Bernstein Strategic Decisions Conference September 26, 2018 **Safe harbor statement**: This presentation includes certain forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Act of 1934, as amended. Forward-looking statements are inherently subject to risks and uncertainties, many of which cannot be predicted with accuracy or might not even be anticipated. The Company has based these forward-looking statements on current estimates and assumptions which we believe are reasonable and which are made to the best of our knowledge. Actual results could differ materially from those included in the forward-looking statements due to various risk factors and uncertainties, including changes in business, economic or competitive conditions, changes in reimbursement, regulatory compliance issues, regulatory reforms, foreign exchange rate fluctuations, uncertainties in litigation or investigative proceedings, cyber security issues and the availability of financing. Given these uncertainties are discussed in detail in Fresenius Medical Care AG & Co. KGaA's (FMC AG & Co. KGaA) Annual Report on Form 20-F under the heading "Forward-Looking Statements" and under the headings in that report referred to therein, and in FMC AG & Co. KGaA's other reports filed with the Securities and Exchange Commission (SEC) and the Frankfurt Stock Exchange (Frankfurter Wertpapierbörse).

Forward-looking statements represent estimates and assumptions only as of the date that they were made. The information contained in this presentation is subject to change without notice and the company does not undertake any duty to update the forward-looking statements, and the estimates and assumptions associated with them, except to the extent required by applicable law and regulations.

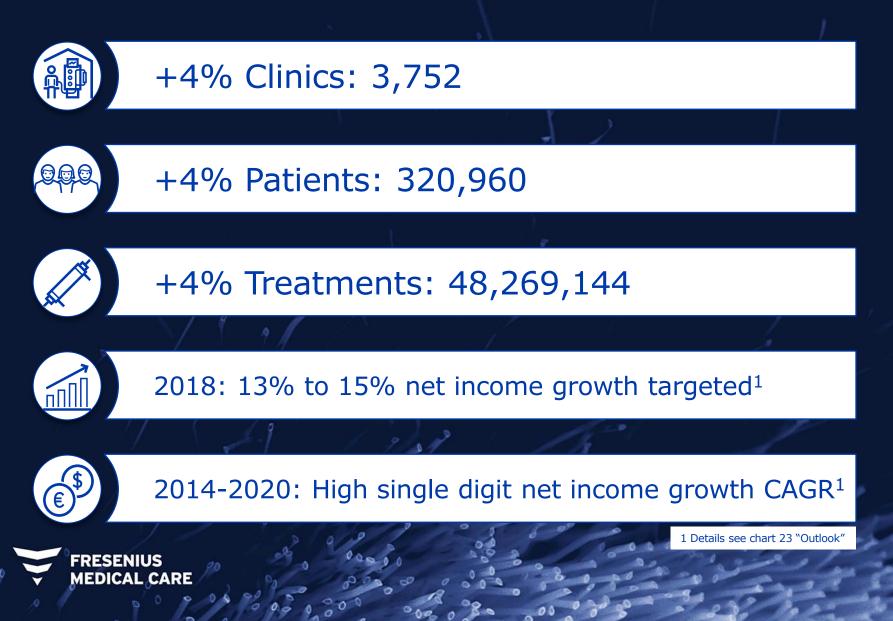
If not mentioned differently the term net income after minorities refers to the net income attributable to the shareholders of Fresenius Medical Care AG Co. KGaA. The term EMEA refers to the region Europe, Middle East and Africa. Amounts are in Euro if not mentioned otherwise.



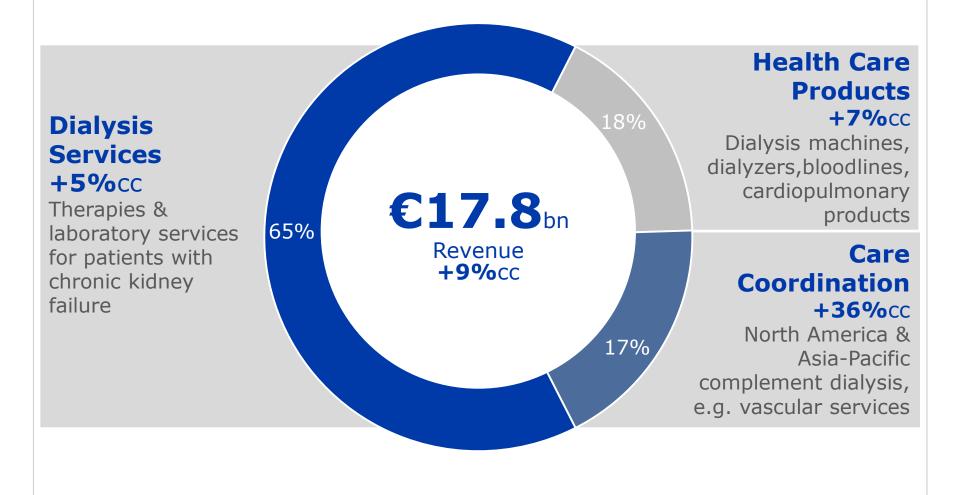




#### FY 2017 - Growth trend continued

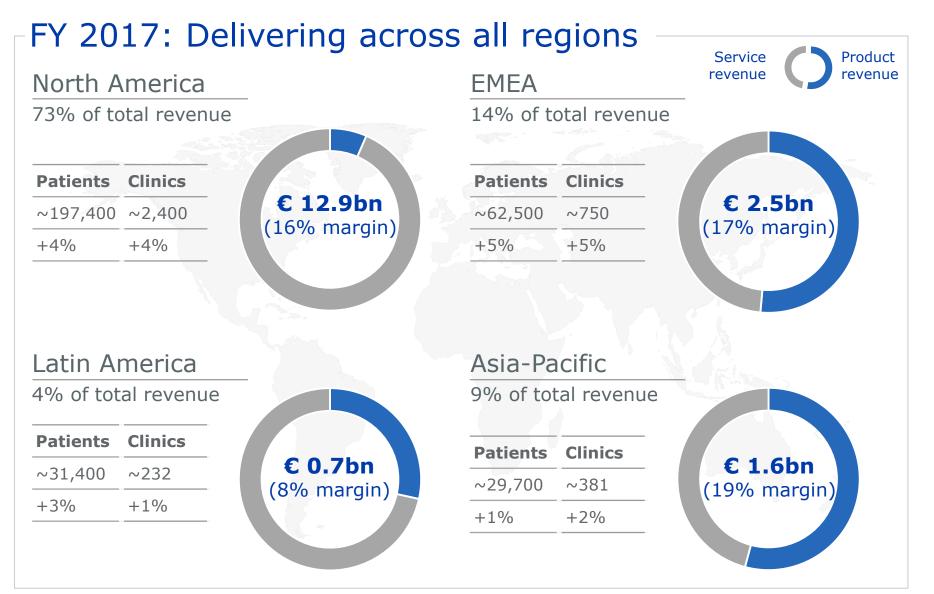


#### FY 2017: All business areas fueled our growth





cc = constant currency



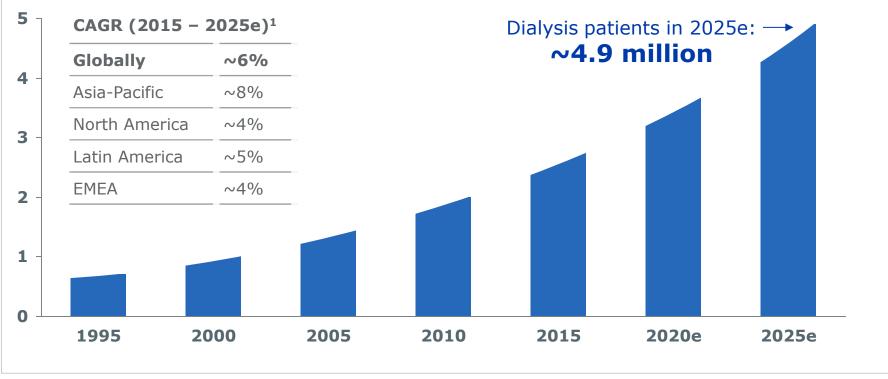


Segment revenue FY 2017, according to IFRS in EUR bn, number of patients and clinics as of YE 2017, yoy change

#### Organic growth drivers

Patient growth driven by

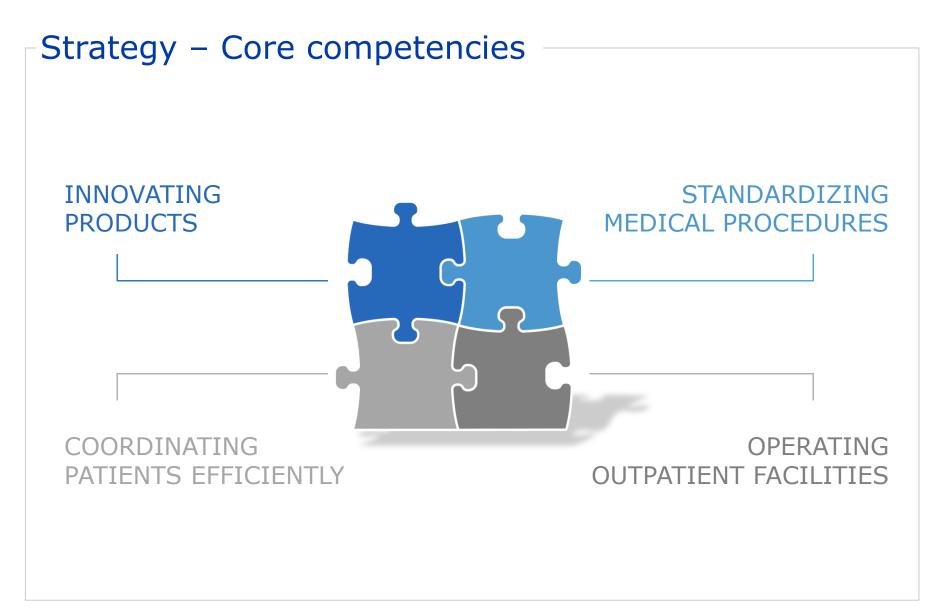
- age, lifestyle and higher life expectancy
- increasing wealth and access to medical treatments



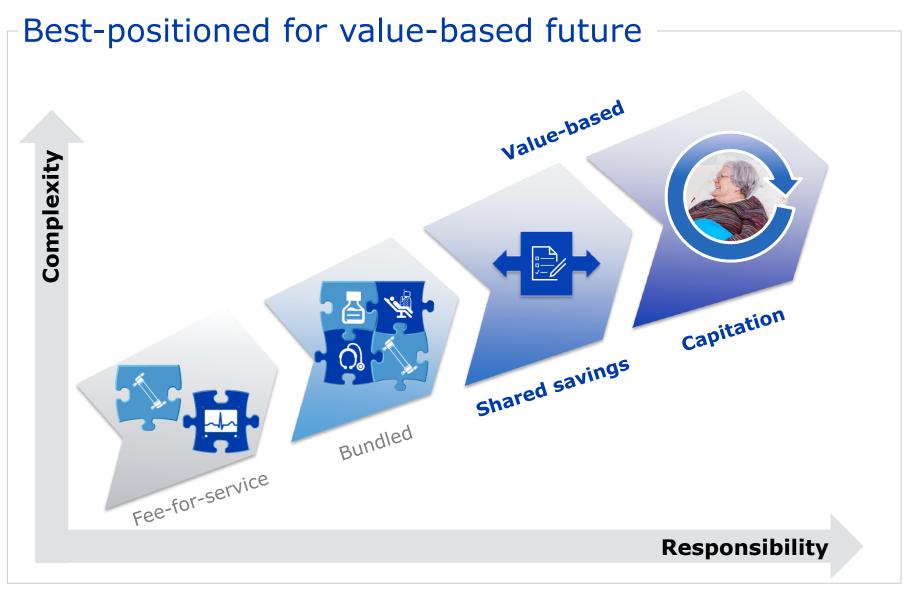


1 Internal estimates as of Dec. 31, 2017

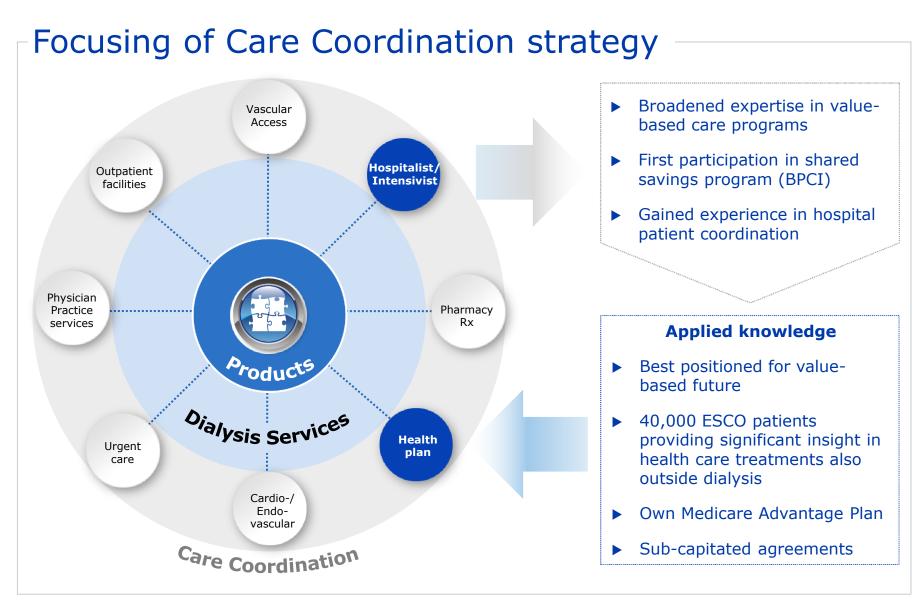




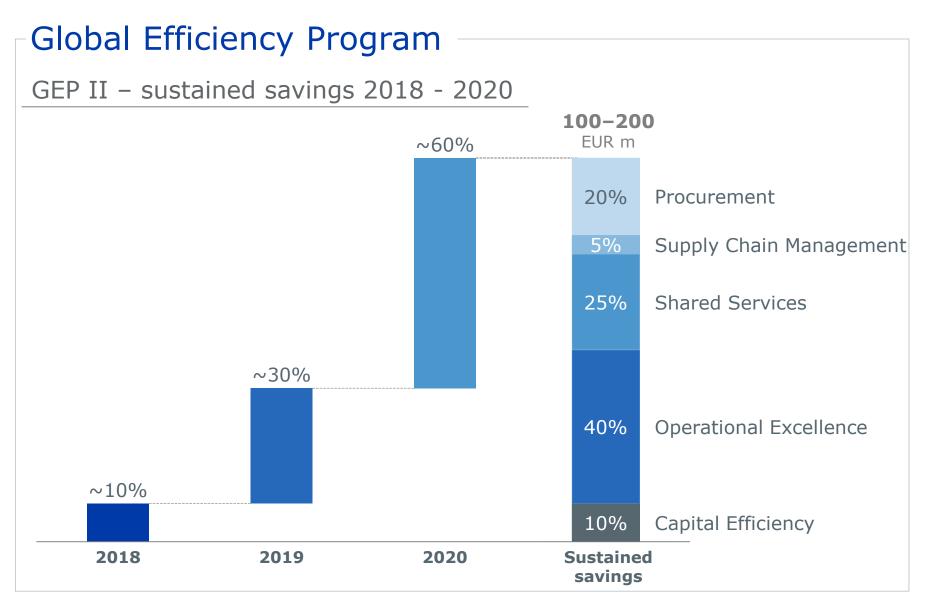














#### Home Dialysis Segment: Opportunity Significant growth opportunity in home modalities **FME home dialysis** Home dialysis treatment patients in the U.S. by modality in 2017 (in % of FME patients in the U.S.) (in % of ESRD cases) 15% +12.4% 10.5% 9.9% 10.3% 6.6% 2.1% HHD Total HPD 2012 2014 2017 2022E Home U.S. Data Source: Fresenius Medical Care Data Source: Fresenius Medical Care



#### Home Dialysis Segment: Increasing Penetration

10.000

2004

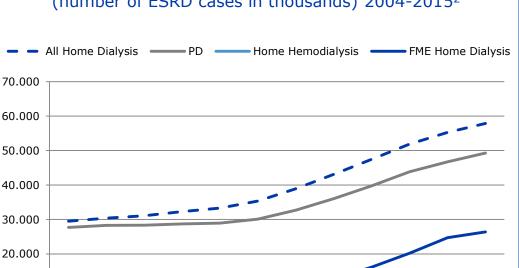


Address the evolving needs and expectations of patients ▶ 82% of patients and families fully educated on their treatment options would select a home modality<sup>1</sup>

#### Home dialysis advantages

- More engaged patients, taking responsibility for their wellbeing while reducing cost of care supporting our value based strategy
- Flexibility to tailor the therapy around the patient's lifestyle while delivering positive clinical results
- Higher patient satisfaction in home environment

Trends in home dialysis in the U.S.



(number of ESRD cases in thousands) 2004-2015<sup>2</sup>

1 Devoe et al., American Journal of Kidney Disease, 2016)



2 ESRD and Fresenius Medical Care. FME Home Dialysis represents unique patients with any time on HHD or PD

Data Source: https://www.usrds.org/2017/view/v2 01.aspx (figure 1.15)

Corporate Presentation | September 2018 14

2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015



#### Q2 2018: Highlights

- Results continue to be impacted by strong currency headwinds
- Solid organic growth across the board, North America products business continues strong performance
- Care Coordination margin improvement and revenue decline as expected
- Calcimimetics continue to evolve
- Efficient divestment of Sound Physicians
- ESRD PPS draft rule for 2019 proposes increase of 1.7%



### Q2 2018: Net income growth as expected<sup>1</sup>

	<b>Q2 2018</b> € million	Q2 2017 € million	Growth in %	Growth in %cc
Revenue	4,214	4,471	(6)	2
Revenue on a comparable basis	4,214	4,340	(3)	5
Revenue adjusted	4,214	4,342	(3)	5
EBIT	1,401	583	140	162
EBIT on a comparable basis	568	583	(3)	4
EBIT adjusted	568	591	(4)	2
Net income	994	269	270	303
Net income on a comparable basis	308	269	15	22
Net income adjusted	273	274	0	6

▶ Revenue growth on a comparable basis accelerated in Q2 to 5%cc

Net income growth on a comparable basis further improved in Q2 to 22%cc

1 For a detailed reconciliation please refer to chart 30

### Q2 2018: Organic growth across all regions

North America	€ million	
Revenue	2,971	0%cc
Organic growth		+3%
Asia-Pacific	€ million	
Revenue	422	+7%cc
Organic growth		+6%

EMEA	€ million	
Revenue	652	+5%cc
Organic growth		+4%
Latin America	€ million	
Revenue	164	+11%cc
Organic growth		+10%

- Contributions from all regions to organic growth
- North America growth impacted by currency headwinds and expected lower Care Coordination revenue





### Q2 2018 Services: Organic growth accelerated

Revenue	<b>Q2 2018</b> € million	<b>Q2 2017</b> € million	Growth in %	Growth in %cc	Organic growth in %	Same market growth in %
Total	3,385	3,649	(7)	1	3	3
North America	2,761	3,017	(8)	(1)	2	2
of which Care Coordination	529	698	(24)	(18)	(22)	_
EMEA	315	310	2	5	3	3
Asia-Pacific	191	191	0	7	6	7
of which Care Coordination	49	39	24	32	12	
Latin America	118	131	(10)	15	12	1

- North American Care Coordination business impacted by decline in the pharmacy business and implementation of IFRS 15
- Growth in Asia-Pacific strongly supported by organic growth





Como

### Q2 2018 Products: Solid growth continued

	<b>Q2 2018</b> € million	<b>Q2 2017</b> € million	Growth in %	Growth in %cc
Total Health Care Products	829	822	1	6
Dialysis Products	811	801	1	6
North America	210	208	1	10
EMEA	319	311	2	5
Asia-Pacific	231	226	2	6
Latin America	46	52	(12)	2
Non-Dialysis Products	18	21	(8)	(8)

- North America: Higher sales of renal drugs, machines and HD solutions/concentrates
- EMEA: Increased sales of dialyzers, machines, bloodlines, products for acute care and renal pharmaceuticals
- Asia-Pacific: Growth in sales of chronic HD products



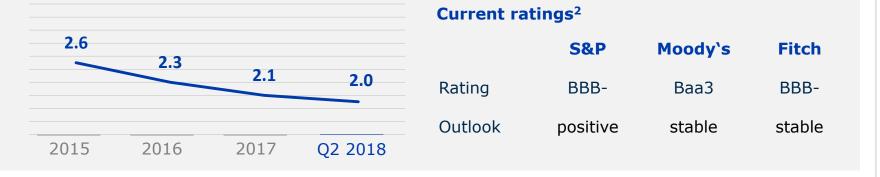


#### Q2 2018: Cash flow & net leverage ratio

	<b>Q2 2018</b> in € million	Q2 2017 in € million
Operating cash flow	656	883
in % of revenue	15.6%	19.7%
Capital expenditures, net	(227)	(193)
Free cash flow	429	690
Free cash flow, after acquisitions and investments	1,927	508

Days sales outstanding (DSO) at 82 days worldwide.

#### Net leverage ratio (Net debt/EBITDA)<sup>1</sup>



1 EBITDA: including acquisitions & divestitures with a purchase price above €50m and in 2018 excluding (gain) loss related to divestitures of Care Coordination activities | 2 Latest update: S&P: Dec. 27, 2017; Moody's: May 15, 2018; Fitch: Aug. 30, 2017 © | Corporate Presentation | September 2018





	Targets 2018	2017 base (in € million)
Revenue growth on a comparable basis	5 to 7%	16,739
let income growth on a comparable basis	13 to 15%	1,242
let income growth adjusted	7 to 9%	1,162
	<b>Targets 2020</b> (2014-2020, avg. % p.a.)	<b>2020</b> (in € billion)
evenue growth	~10%	24
let income growth	high single digit	



# Backup



#### FY 2017: Solid growth delivered

					Adjusted <sup>2</sup>		
	<b>2017</b> € million	2016 € million	Growth in %	<b>2017</b> € million	2016 € million	Growth in %	Growth in %cc
Revenue	17,784	16,570	7	17,690	16,570	7	9
Operating income (EBIT)	2,362	2,409	(2)	2,493	2,409	4	5
EBIT margin in %	13.3	14.5	(1.2)pp	14.1	14.5	(0.4)pp	(0.4)pp
Net interest expense	354	366	(3)	354	366	(3)	(2)
Income before taxes	2,008	2,043	(2)	2,139	2,043	5	7
Income tax expense	454	623	(27)	663	623	6	9
Tax rate in %	22.6	30.5	(7.9)pp	31.0	30.5	0.5pp	0.5pp
Non-controlling interest	274	276	0	272	276	(1)	1
Net income <sup>1</sup>	1,280	1,144	12	1,204	1,144	5	7

Net interest expense decreased mainly driven by the replacement of interest bearing bonds and by debt instruments at lower interest rates

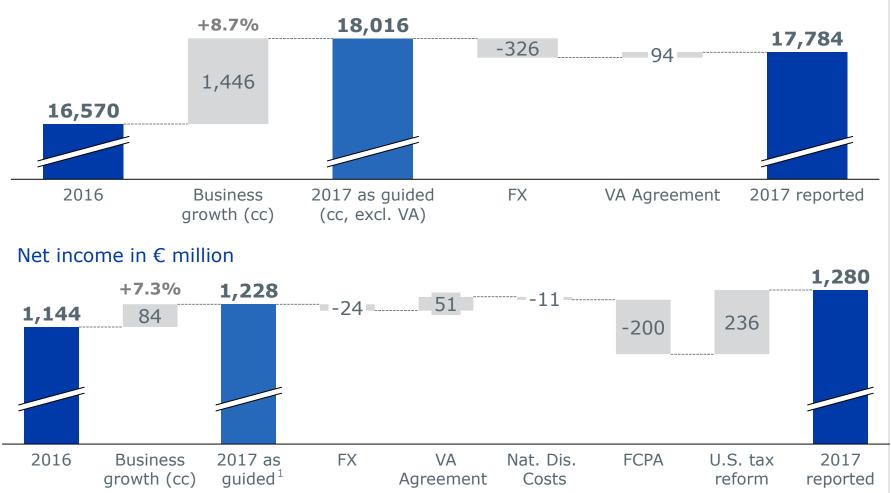
Income tax expense decrease mainly resulted from the re-measurement of deferred tax balances following the U.S. tax reform

1 Net income attr. to shareholders of FME | 2 Revenue: excl. VA Agreement / EBIT: excl. VA Agreement, Natural Disaster Costs & FCPA related charge / Net income: excl. VA Agreement, Natural Disaster Costs, FCPA related charge & 2017 book gain from U.S. tax reform | cc= constant currency



### FY 2017: Revenue and net income reconciliation





1 cc, excluding special items: VA agreement, Natural Disaster Costs, FCPA related charge & 2017 book gain from U.S. tax reform (details chart 27) | FX = translational foreign exchange effects | cc= constant currency

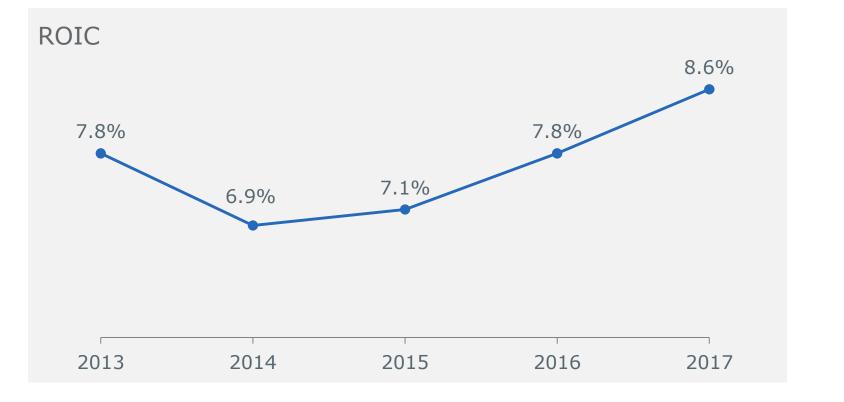
**(C)** 

Corporate Presentation | September 2018



#### -Return on Invested Capital<sup>1</sup> (ROIC)

ROIC to improve by 100 basis points from 2013 to 8.5–9.0% in 2020<sup>2</sup>



Long-term value creation based on accretive acquisitions and organic growth

1 Based on net operating profit after tax (adjusted for largest acquisitions and divestitures) & average invested capital | 2 As announced at the Capital Markets Day 2014





#### Basis for targets 2018

Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures.

€ million	2017	Targets 2018
Revenue	17,784	
Effect from IFRS 15 implementation	(486)	
Sound H2 2017 <sup>1</sup>	(559)	
Revenue on a comparable basis	16,739	Growth: 5-7%cc
Net income <sup>2</sup>	1,280	
Sound H2 2017 <sup>1</sup>	(38)	
Net income <sup>2</sup> on a comparable basis	1,242	Growth: 13-15%cc
VA agreement <sup>3</sup>	(51)	
Natural Disaster Costs <sup>4</sup>	11	
FCPA related charge	200	
U.S. tax reform <sup>5</sup> (excl. Sound H2 2017 <sup>1</sup> )	(240)	
Net income <sup>2</sup> adjusted	1,162	Growth: 7-9%cc

© | Corporate Presentation | September 2018



	<b>Q2 2018</b> € million	Q2 2017 € million	Growth in %	Growth in %cc
Revenue	4,214	4,471	(6)	2
Revenue on a comparable basis	4,214	4,340	(3)	5
Revenue adjusted	4,214	4,342	(3)	5
EBIT	1,401	583	140	162
EBIT margin in %	33.3	13.0	20.3рр	20.6рр
EBIT on a comparable basis	568	583	(3)	4
EBIT adjusted	568	591	(4)	2
EBIT adjusted margin in %	13.5	13.6	(0.1)pp	(0.3)pp
Net interest expense	84	95	(11)	(6)
Income before taxes	1,317	488	170	194
Income tax expense	262	150	74	91
Tax rate in %	19.9	30.8	(10.9)pp	(10.8)pp
Non-controlling interest	61	69	(12)	(4)
Net income	994	269	270	303
Net income on a comparable basis	308	269	15	22
Net income adjusted	273	274	0	6



FRESENIUS MEDICAL CARE

1 For a detailed reconciliation please refer to chart 29

### Q2 2018: Reconciliation adjustments

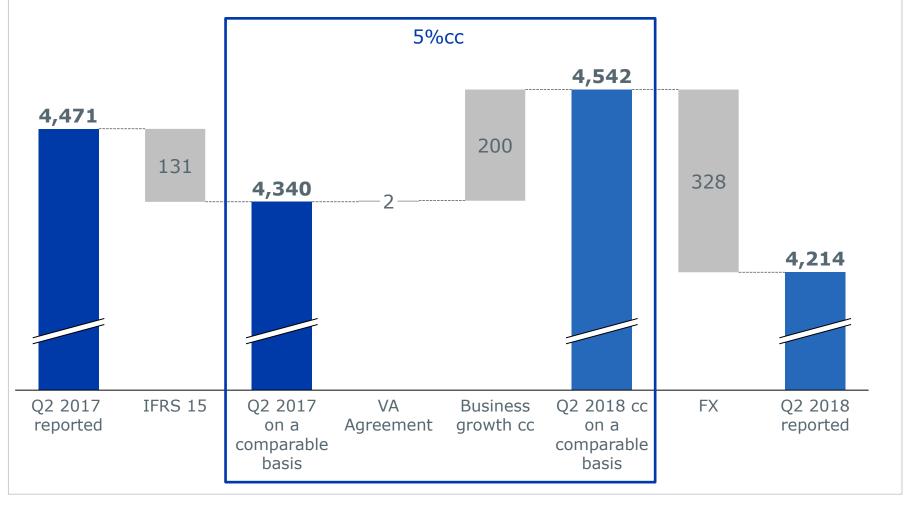
Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures

€ million	Q2 2017	Q2 2018	Growth in %	Growth in %cc
Revenue	4,471	4,214	(6)	2
Effect from IFRS 15 implementation	(131)			
Revenue on a comparable basis	4,340	4,214	(3)	5
VA Agreement	2			
Revenue adjusted	4,342	4,214	(3)	5
Operating income (EBIT)	583	1,401	140	162
(Gain) loss related to divestitures of Care Coordination activities		(833)		
EBIT on a comparable basis	583	568	(3)	4
VA Agreement	8			
EBIT adjusted	591	568	(4)	2
Net income	269	994	270	303
(Gain) loss related to divestitures of Care Coordination activities		(686)		
Net income on a comparable basis	269	308	15	22
VA Agreement	5			
U.S. tax reform		(35)		
Net income adjusted	274	273	0	6



#### Q2 2018: Revenue growth on track

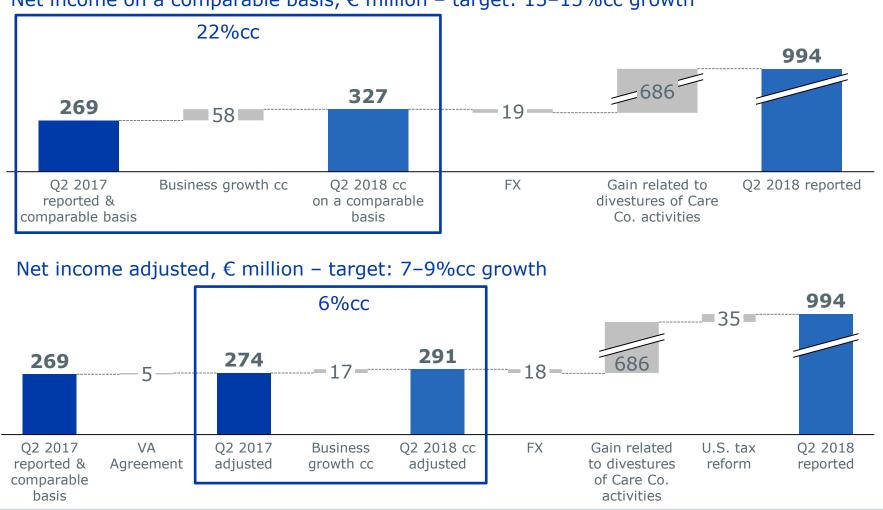
#### Revenue on a comparable basis, € million – target: 5-7%cc growth





### Q2 2018: Net income growth

Net income on a comparable basis, € million – target: 13–15%cc growth





#### Q2 2018: Regional margin profile



in € million

EBIT

#### Solid Dialysis business margin of 17.1% reflects

- Negative: lower revenue from commercial payors, higher implicit price concessions (IFRS 15), the implementation of the PAMA oral-only provision as well as increased property and other occupancy related costs
- Positive: lower costs for Health Care supplies and implementation of IFRS 15
- U.S. revenue per treatment, adj. for IFRS 15, increased to \$354 (Q2 2017: \$341);
  U.S. cost per treatment, adj. for IFRS 15, increased to \$286 (Q2 2017: \$272)

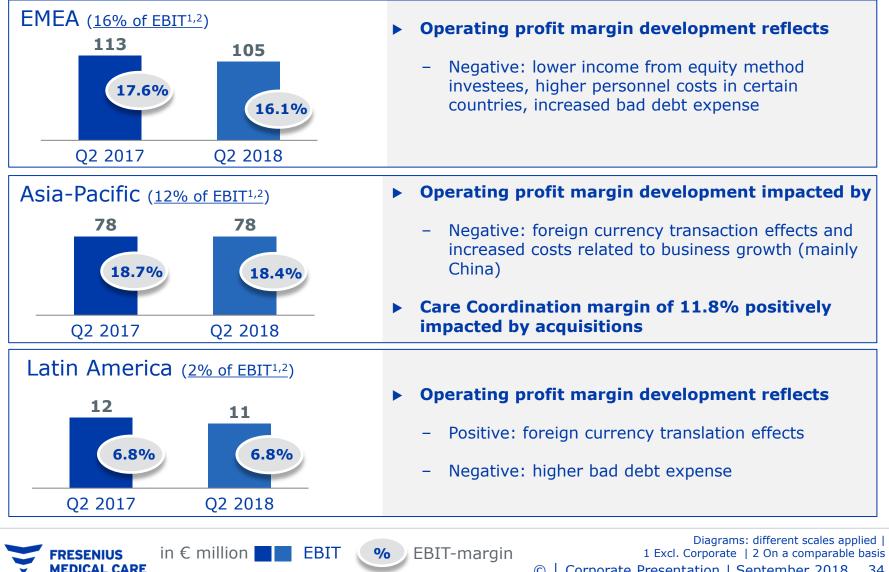
#### • Care Coordination margin of 6.7%<sup>2</sup> reflects

% EBIT-margin

- Positive: prior year change in fair value of subsidiary share-based compensation, pharmacy services, the implementation of the PAMA oral-only provision and lower bad debt expense
- Negative: lower reimbursement for cardiovascular and endovascular services



#### Q2 2018: Regional margin profile



Corporate Presentation | September 2018 34

	<b>H1 2018</b> € million	H1 2017 € million	Growth in %	Growth in %cc
Revenue	8,189	9,019	(9)	0
Revenue on a comparable basis	8,189	8,749	(6)	3
Revenue adjusted	8,189	8,651	(5)	4
EBIT	1,898	1,235	54	68
EBIT margin in %	23.2	13.7	9.5pp	9.3pp
EBIT on a comparable basis	1,078	1,235	(13)	(5)
EBIT adjusted	1,078	1,144	(6)	3
EBIT adjusted margin in %	13.2	13.2	0.0pp	(0.2pp)
Net interest expense	164	188	(12)	(5)
Income before taxes	1,734	1,047	66	82
Income tax expense	349	332	5	15
Tax rate in %	20.1	31.7	(11.6)pp	(11.5)pp
Non-controlling interest	112	138	(19)	(9)
Net income	1,273	577	121	141
Net income on a comparable basis	599	577	4	13
Net income adjusted	517	523	(1)	7



FRESENIUS MEDICAL CARE

1 For a detailed reconciliation please refer to chart 35

#### H1 2018: Reconciliation adjustments

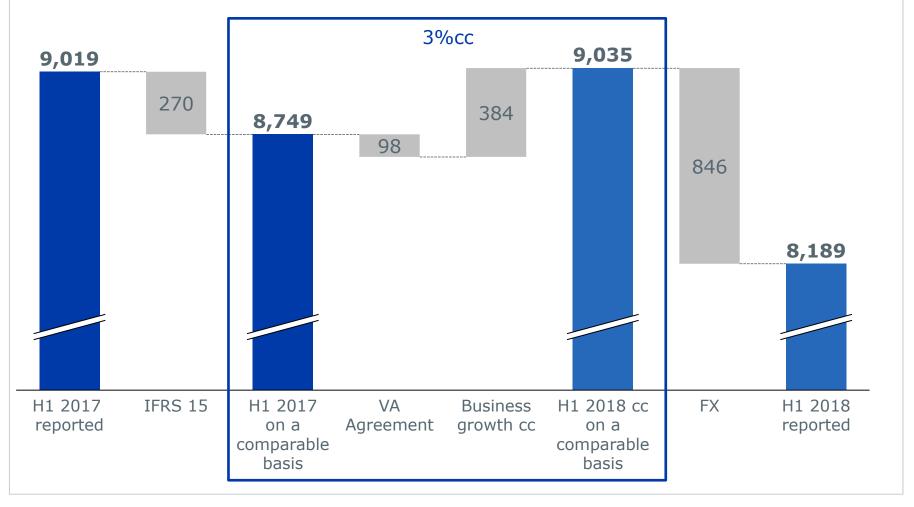
Reconciliation of non-IFRS financial measures to the most directly comparable IFRS financial measures

€ million	H1 2017	H1 2018	Growth in %	Growth in %cc
Revenue	9,019	8,189	(9)	0
Effect from IFRS 15 implementation	(270)			
Revenue on a comparable basis	8,749	8,189	(6)	3
VA Agreement	(98)			
Revenue adjusted	8,651	8,189	(5)	4
Operating income (EBIT)	1,235	1,898	54	68
(Gain) loss related to divestitures of Care Coordination activities		(820)		
EBIT on a comparable basis	1,235	1,078	(13)	(5)
VA Agreement	(91)			
EBIT adjusted	1,144	1,078	(6)	3
Net income	577	1,273	121	141
(Gain) loss related to divestitures of Care Coordination activities		(674)		
Net income on a comparable basis	577	599	4	13
VA Agreement	(54)			
U.S. tax reform		(82)		
Net income adjusted	523	517	(1)	7



# H1 2018: Revenue reconciliation

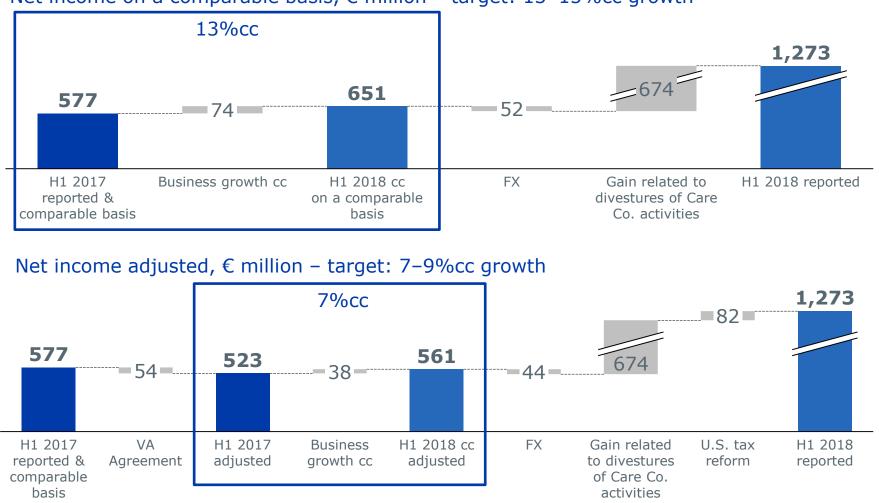
#### Revenue on a comparable basis, € million – target: 5-7%cc growth





## H1 2018: Net income reconciliation

Net income on a comparable basis, € million – target: 13–15%cc growth





## H1 2018 Services

Revenue	<b>H1 2018</b> € million	<b>H1 2017</b> € million	Growth in %	<b>Growth</b> in %cc	Organic growth in %	Same market growth in %
Total	6,594	7,418	(11)	(1)	2	3
North America	5,351	6,182	(13)	(3)	2	2
of which Care Coordination	1,045	1,389	(25)	(16)	21	-
EMEA	629	613	3	5	2	3
Asia-Pacific	375	360	4	13	6	5
of which Care Coordination	94	59	59	73	14	
Latin America	239	263	(9)	15	12	1
	3 4					





## H1 2018 Products

	<b>Q2 2018</b> € million	<b>Q2 2017</b> € million	Growth in %	Growth in %cc
Total Health Care Products	1,595	1,601	0	6
Dialysis Products	1,557	1,560	0	7
North America	395	418	(5)	6
EMEA	621	601	3	6
Asia-Pacific	439	435	1	7
Latin America	95	97	(2)	13
Non-Dialysis Products	38	41	(7)	(7)



1	EMEA	41%	
2	Asia-Pacific	28%	
3	North America	25%	
4	Latin America	6%	



## Debt and EBITDA

#### Reconciliation of non-IFRS financial measures to the most comparable IFRS measure

#### € million

Debt	FY 2016	FY 2017	H1 2018
Short term debt	572	760	873
+ Short term debt from related parties		9	3
+ Current portion of long-term debt and capital lease obligations	724	884	898
+ Long-term debt and capital lease obligations less current portion	6,833	5,795	5,490
Total debt	8,132	7,448	7,264
Cash and cash equivalents	709	978	1,657
Total net debt	7,423	6,470	5,607
EBITDA	FY 2016 <sup>1</sup>	FY 2017 <sup>1</sup>	H1 2018 <sup>1</sup>
Last twelve month operating income (EBIT)	2,398	2,372	2,095
+ Last twelve month depreciation and amortization	710	731	694
+ Non-cash charges	65	51	50
EBITDA (annualized)	3,173	3,154	2,839
Net leverage ratio (Net debt/EBITDA)	2.3	2.1	2.0



1 EBITDA: including acquisitions & divestitures with a purchase price above €50m and in 2018 excluding (gain) loss related to divestitures of Care Coordination activities © | Corporate Presentation | September 2018 41

## Cash Flow and Capital Expenditures

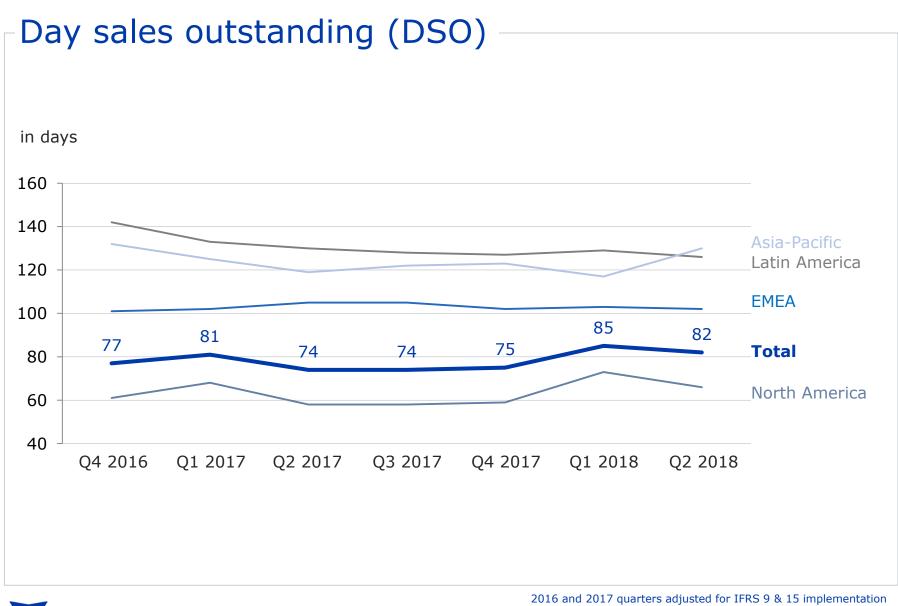
Reconciliation of non-IFRS financial measures to the most comparable IFRS measure

€ million

Cash Flow	Q2 2017	Q2 2018	H1 2017	H1 2018
Acquisitions investments and not numbered of				
Acquisitions, investments and net purchases of intangible assets	(191)	(164)	(352)	(345)
- Proceeds from divestitures	9	1,662	10	1,662
= Acquisitions and investments, net of divestitures	(182)	1,498	(342)	1,317

Capital expenditures, net	Q2 2017	Q2 2018	H1 2017	H1 2018
Purchase of property, plant and equipment	(206)	(244)	(404)	(466)
- Proceeds from sale of property, plant & equipment	13	17	16	20
= Capital expenditure, net	(193)	(227)	(388)	(446)







© | Corporate Presentation | September 2018 43

# Q2 2018: Quality outcomes remain on high level<sup>1</sup>

North A	America	EM	1EA	Latin A	merica	Asia-P	acific
Q2 2018	Q2 2017	Q2 2018	Q2 2017	Q2 2018	Q2 2017	Q2 2018	Q2 2017
98	98	95	95	91	93	96	96
73	73	82	78	52	51	57	58
85	84	79	74	78	78	74	74
80	78	90	86	91	91	89	87
61	62	78	75	76	77	66	69
83	84	80	81	80	81	87	88
10.1	10.1	7.6	7.5	4.1	3.9	3.6	3.9
	Q2 2018 98 73 85 80 61 83 83	2018   2017     98   98     73   73     85   84     80   78     61   62     83   84	Q2 2018   Q2 2017   Q2 2018     98   98   95     73   73   82     85   84   79     80   78   90     61   62   78     83   84   80	Q2 2018Q2 2017Q2 2018Q2 2017989895957373827885847974807890866162787583848081	Q2 2018   Q2 2017   Q2 2018   Q2 2017   Q2 2018     98   98   95   95   91     73   73   82   78   52     85   84   79   74   78     80   78   90   86   91     61   62   78   75   76     83   84   80   81   80	Q2 2018Q2 2017Q2 2018Q2 2017Q2 2018Q2 2017989895959193737382785251858479747878807890869191616278757677838480818081	Q2 2018Q2 2017Q2 2018Q2 2017Q2 2018Q2 2017Q2 2018989895959193967373827852515785847974787874807890869191896162787576776683848081808187



1 Definitions cf. Annual Report 2017, Section "Non-Financial Group Report"

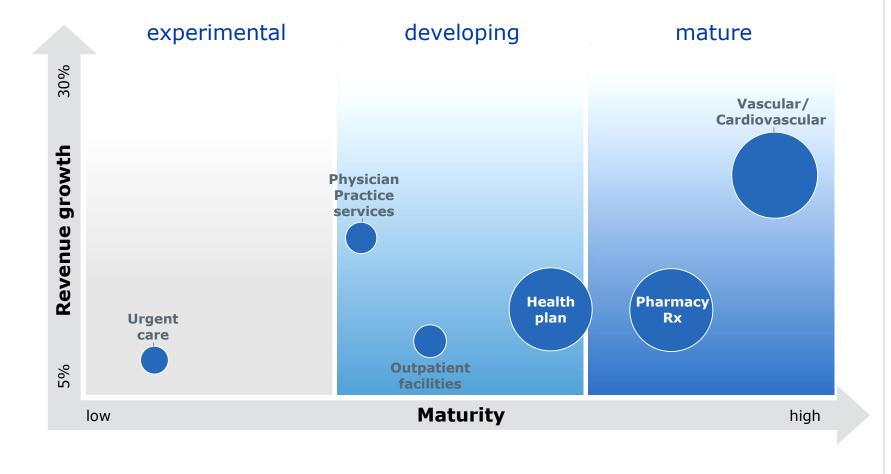
### -H1 2018: Patients, treatments, clinics

	Patients as of June 30, 2018	<b>Treatments</b> H1 2018, in million	Clinics as of June 30, 2018
North America	199,527	15,134,388	2,439
Growth in %	3	3	4
EMEA	63,589	4,794,593	758
Growth in %	4	4	4
Asia-Pacific		2,143,059	385
Growth in %	2	2	(1)
Latin America	31,494	2,492,959	233
Growth in %	4	4	1
Total	325,188	24,564,999	3,815
Growth in %	3	3	3



# Our portfolio of Care Coordination businesses

Mid-term revenue and growth profile – 2020e





Size of circle indicates absolute revenue contribution in 2020e. Positioning of bubble illustrative.

-U.S. dialysis days per	quarte	r ——			
	Q1	Q2	Q3	Q4	Full year
2015	76	78	79	79	312
2016	78	78	79	79	314
2017	77	78	79	79	313
2018	77	78	78	80	313



### Exchange rates

_		H1 2017	FY 2017	H1 2018
€:\$	Period end	1.141	1.199	1.166
	Average	1.083	1.130	1.210
€:CNY	Period end	7.739	7.804	7.717
	Average	7.445	7.629	7.709
€:RUB	Period end	67.545	69.392	73.158
	Average	62.806	65.938	71.928
€:ARS	Period end	18.956	22.639	33.603
	Average	17.028	18.754	26.103
€:BRL	Period end	3.760	3.973	4.488
	Average	3.443	3.605	4.141



### Definitions

СС	Constant currency
HD	Hemo dialysis
PD	Peritoneal dialysis
Net income	Net income attributable to shareholders of FME
Sound H2 2017	Contribution of Sound Physicians on the profit and loss statement in the second half year 2017
U.S. Tax Reform	U.S. Tax Reform: impacts from U.S. tax reform
VA Agreement	Agreement with the United States Departments of Veterans Affairs and Justice



## -Financial calendar 2018<sup>1</sup>

Oct 30 Report on 3<sup>rd</sup> quarter 2018

- Nov 07 BNY Mellon Morningstar Equity Conference, Chicago
- Nov 12 HSBC Healthcare Day, Frankfurt
- Nov 12 Credit Suisse Healthcare Conference, Scottsdale
- Nov 14 UBS European Healthcare Conference, London
- Nov 15 Jefferies Global Healthcare Conference, London
- Nov 15 HSBC Luxembourg Conference, Luxembourg



1 Please note that dates and/or participation might be subject to change

#### Contacts

FME Investor Relations Else-Kröner-Str. 1 61352 Bad Homburg v.d.H. Germany

WKN: ISIN:

Ticker: FME or FMS (NYSE) 578 580 DE00057858002

#### Dr. Dominik Heger Head of Investor Relations and

**Corporate Communications** Tel.: +49-(0) 6172-609-2601 Email: dominik.heger@fmc-ag.com

#### **Robert Adolph**

Senior Director Investor Relations +49-(0) 6172-609-2477Tel.: Email: robert.adolph@fmc-aq.com

#### Juliane Beckmann

Senior Manager Investor Relations Tel.: +49-(0) 6172-609-5216Email: juliane.beckmann@fmc-ag.com

#### Philipp Gebhardt

Senior Manager Investor Relations +1 - 781 - 699 - 2142Tel.: Email: philipp.gebhardt@fmc-ag.com



